



KNOXVILLE
CHAMBER

Strategic Plan

2014 - 2017



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To advocate for the best
interests of the business
community

pur·pose [pur-puh s]

noun

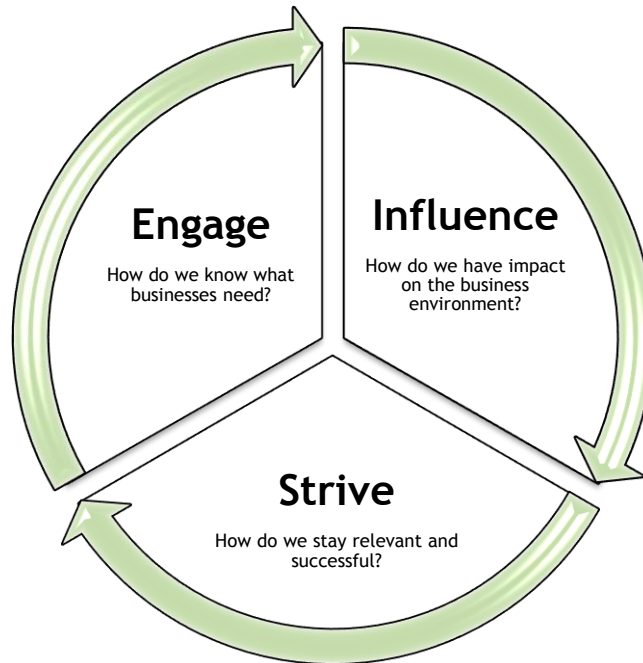
1. the reason for which something exists or is done, made, used, etc.
2. an intended or desired result; end; aim; goal.
3. determination; resoluteness.
4. the subject in hand; the point at issue.
5. practical result, effect, or advantage; *to act to good purpose*.

verb

6. to set as an aim, intention, or goal for oneself.
7. to intend; design.
8. to resolve (to do something): *He purposed to change his way of life radically.*

"Purpose." *Dictionary.com*. *Dictionary.com*, n.d. Web. 23 July 2013.

This portion of the Knoxville Chamber's strategic plan will focus on fulfilling the Chamber's purpose of advocating for the business community. In this section, the Chamber will identify ways to engage the business community, define and obtain necessary resources, and create and perform efficient processes that empower the Chamber to speak on behalf of the business community.



Objective: To engage the business community

Strategy: Enhance awareness of business resources offered by the Chamber as well as by others in our region

The Knoxville Chamber will develop a collaborative approach to communication by utilizing existing media such as the Commerce newsletter and the Weekly eDigest as well as social media outlets. We will expand the Chamber's reach by re-engaging existing partnerships and pursuing new partnerships when relevant.

Strategy: Provide relevant resources that add value to the business community

We will deliver significant events, tiered benefits, research information, and other programs that benefit businesses. We will work toward a customized approach that makes quality resources available and attainable for the appropriate businesses. The Chamber will work with our regional partners to enhance the resources available within the area.

Strategy: Ask business community about their needs and adapt accordingly

The Chamber will identify the needs of the business community by creating both formal and informal processes to assess needs. We will work to convert the provided feedback into action and create an agile approach to the creation and evaluation of our programs.

Strategy: Create a back and forth dialog between business and Chamber

We will build a foundation for open conversation between businesses and the Knoxville Chamber by encouraging businesses to participate in roundtables, forums, and/or committees.

Key Indicator(s) of success:

- Membership Retention Rate
- Volunteer Hours
- Number of events/Number of registrants for events
- Number of minority/veteran/woman-owned business counseled through PROPEL
- Social Media Metrics (likes, shares, followers, re-tweets, etc)

Objective: To influence the business climate

Strategy: Lead Innovation Valley, the region's economic development initiative

The Knoxville Chamber will work with Innovation Valley partners to create jobs, increase wages, and generate capital investment. Innovation Valley will implement aggressive business recruitment and retention efforts, increase focus on talent retention and development, make entrepreneurship and innovation a priority, and promote sustainability¹ within the region.

Strategy: Build relationships between business community and elected officials as well as between staff and elected officials

We will enhance involvement and understanding between businesses and elected officials through events, workshops, stakeholder updates, and outreach efforts. We will be a trusted resource and advisor to elected officials regarding business-related topics whenever appropriate.

Strategy: Be visible to various groups and knowledgeable so that their questions are answered

The Chamber will participate in existing organizations through speaking engagements to share information. We will also encourage staff to create individual connections through their involvement with various groups within the community. We will build credibility by providing important information to assist these groups in taking action or making decisions.

Strategy: Encourage workforce readiness by supporting education reform and higher standards

The Chamber will continue to build relationships with educators, the school board, and local school administration staff in order to inform them of skills needed by employers.

Strategy: Promote sound public policy

We will adhere to the Chamber's mission by selecting business-related issues to endorse. We will accurately represent the interests of the business community by properly identifying and assessing these issues with the assistance of our government relations committee, executive committee, and board of directors.

Key Indicator(s) of Success:

- Number of net new jobs created by business expansion or relocation
- Amount of capital investments for new or expansion projects
- Increase in annual wages
- Number of relocation packets distributed
- SpeakUp4Biz utilization/issue success
- PAC initiatives/issue result

¹ Strategic Priorities from Innovation Valley 2.0 Blueprint

Objective: To strive for distinction

Strategy: Create environment that nurtures staff development and teamwork

The Knoxville Chamber will foster teamwork by creating Chamber-wide awareness of our organizational goals and activities. We will maximize staff potential by providing professional development opportunities, creating avenues for input on organization processes and direction, and focusing on collaboration. We will continue to develop a staff of volunteers who work beyond the scope of their job title to ensure each individual is supporting the organization's goals.

Strategy: Celebrate our accomplishments

We will utilize existing media outlets to increase awareness of the Chamber's activities and successes. We will recognize staff for exceptional results whenever possible.

Strategy: Be a national leader by ACCE, IEDC, and US Chamber standards

We will focus on the foundation of the organization by challenging ourselves to exceed industry standards. We will identify successful programs through our staff's participation in industry-specific opportunities as well as through existing relationships. The Chamber will implement relevant recommended programs.

Strategy: Embrace change and innovation

The Chamber will focus on having the right technology in place to exceed expectations. We will empower staff to make improvements through our culture of adapting to change and flexibility. We will also drive change and innovation in the business community by focusing on new and upcoming trends and communicating relevant topics to businesses.

Key Indicator(s) of Success:

- New member sales revenue
- Change in net assets
- Employee engagement
- ACCE/IEDC/US Chamber distinctions
- Industry comparisons (ACCE Operations survey)

For Knoxville to be America's
Best Business Address

vi·sion [vizh-uh n]

noun

1. the act or power of sensing with the eyes; sight.
2. the act or power of anticipating that which will or may come to be: *prophetic vision; the vision of an entrepreneur.*
3. an experience in which a personage, thing, or event appears vividly or credibly to the mind, although not actually present, often under the influence of a divine or other agency: *a heavenly messenger appearing in a vision.*
4. something seen or otherwise perceived during such an experience: *The vision revealed its message.*
5. a vivid, imaginative conception or anticipation: *visions of wealth and glory.*

verb

1. to envision: *She tried to vision herself in a past century.*

"Vision." Dictionary.com. Dictionary.com, n.d. Web. 23 July 2013.

The Knoxville Chamber will continue to guide efforts for Knoxville to become America's Best Business Address. This vision will be used to inspire staff, volunteers, and the greater business community as well as communicate the Chamber's commitment to driving regional economic prosperity.

Measurement

2012-13 FACTS & FIGURES

During the 2012-13 fiscal year, the Knoxville Chamber celebrated the following milestones on the road to helping Knoxville become America's Best Business Address®

Economic Development

1,043

Number of net new jobs created by business expansion or relocation in the Innovation Valley

\$131.9 MILLION

Capital investments for new or expansion projects in the Innovation Valley

2.0

Innovation Valley launched Blueprint 2.0, the next edition of its five year strategic plan in February

140

Number of minority, veteran, and woman-owned small businesses provided with one-on-one counseling through the Propel Program

1,504

Number of relocation packets distributed to individuals looking to move to Knoxville

101

Created Common Core 101, a brochure that provides information about the important education initiative

Membership

88%

Membership retention rate – up 2% from prior year

\$161,413

Highest new member sales revenues in recent history

285,855

Number of promo page views on iKnowKnoxville.com, a 77% increase in views over the prior fiscal year

5,600

Number of volunteer hours our Chamber Ambassadors dedicated to Chamber-related functions

60/6,400

Number of events hosted by the Chamber and the number of people who registered for those events

Top 10

Chamber Account Executives Ashleigh Adkins and Cori Johnson are ranked in the Top 10 nationally for new member sales

Public Policy

SPEAKUP4BIZ

Launched a public policy tool developed to help notify the business community of impending political issues which also provides a turnkey call to action

PAC

Formed a PAC to better enable the Chamber to advocate for business-friendly policies

Finance & Operations

15 YRS

Refinanced the Chamber's building loan to be retired in 15 years with a projected interest savings of more than \$45,000

\$58,986

Increase in Chamber net assets

What matters:	Where we're going:
To engage the business community	
Membership Retention Rate	Reach 90% and sustain
Volunteer Hours	Ambassadors will give a total of 5,600 hours
Number of events/Number of registrants for events	-Continue to offer between 55-65 meaningful member-centric events per fiscal year -Average over 6,800 registrants each year at our events
Number of minority/veteran/woman-owned business counseled through PROPEL	25 per quarter
Social Media Metrics (likes, shares, followers, re-tweets, etc)	-Grow Twitter followers by 10% (current= 8,039) -Grow Facebook "Likes" by 10% (current= 2,962) -Log 25,000 video views on Youtube Channel (logged 22,300 in 2013-14)
iKnowKnoxville.com Promo Page Views	Grow annual promo page views of iKnowKnoxville.com to 475,000 (443,000 page views in 2013-14)
To influence the business climate	
Number of net new jobs created by business expansion or relocation	575 per quarter
Amount of capital investments for new or expansion projects	\$300M annually
Increase in annual average wages	By 2%
Number of relocation packets distributed	300 per quarter
SpeakUp4Biz utilization/issue success	To be reviewed based on issue

What matters:	Where we're going:
PAC initiatives/issue result	To be reviewed based on issue
To strive for distinction	
New member sales revenue	<ul style="list-style-type: none"> - \$142,500 for New Members - \$37,500 for Premier Partners
Change in net assets	<ul style="list-style-type: none"> -Increase Net Asset Value for Year End June 30, 2015 by \$18,900 -Debt Coverage Ratio of 1.25 (minimum of 1.05)
Employee engagement	<ul style="list-style-type: none"> -Benchmark employee satisfaction level to ensure continued growth: <ul style="list-style-type: none"> Develop employee survey to understand current level of satisfaction. Review survey with management to determine action items as necessary. Implement as an annual process to continue to grow satisfaction. -Implement quarterly or semiannual “focus groups” of randomly selected employees to determine ways of increasing satisfaction, professional development, communication, etc. -Employee Turnover comparison - Employee Advancements
ACCE/US Chamber distinctions	<ul style="list-style-type: none"> -Achieve 5-star accreditation status through US Chamber in 2016 -Have member involvement in the US Chamber Dream Big Small Business Award
Industry comparisons (ACCE Operations survey)	Maintain ranking in the top 10% of chambers in our category (based on ACCE Operations Survey)